



# Yateley Town Council Disciplinary & Grievance Policies 2021

## Yateley Town Council Disciplinary Policy

### 1.0 Introduction

1.1 This policy is based on and complies with the ACAS Code of Practice on Grievance & Disciplinary Procedures. It is designed to help Council employees improve unsatisfactory conduct and performance in their job. Wherever possible, the Council will try to resolve its concerns about employees' behaviour informally, without starting the formal procedure set out below.

1.2 The policy will be applied fairly, consistently and in accordance with the Equality Act 2010.

### 2.0 This policy confirms:

- The Council will fully investigate the facts of each case;
- Informal action will be offered, where appropriate, to resolve minor issues;
- The Council recognises that misconduct and unsatisfactory work performance are different issues. The disciplinary policy will also apply to work performance issues to ensure that all alleged instances of employees' underperformance are dealt with fairly and in a way that is consistent with required standards. However, the disciplinary policy will only be used when performance management proves ineffective. More information can be found on the ACAS website under Performance Management [www.acas.org.uk](http://www.acas.org.uk);
- Employees will be informed in writing about the nature of the complaint against them and given the opportunity to state their case;
- Employees may be accompanied or represented by a trade union representative, an official employed by a trade union or a work colleague at any disciplinary or investigatory meeting. A trade union representative who is not an employed official must have been certified by their union as being competent to accompany a worker. The companion is permitted to address such meetings, to put the employee's case and confer with the employee. The companion cannot answer questions put to the employee, address the meeting against the employee's wishes or prevent the employee from explaining his/her case;
- The Council will give employees reasonable notice of any meetings in this procedure. Employees must make all reasonable efforts to attend. Failure to attend any meeting may result in it going ahead and a decision being taken. An employee who does not attend a meeting will be given the opportunity to be represented and to make written submissions;
- If the employee's companion is not available for the proposed date of the meeting, the employee can request a postponement and can propose an alternative date that is within five working days of the original meeting date unless it is reasonable not to propose a later date;
- Any changes to specified time limits in the Council's procedure must be agreed by the employee and the Council;
- Information about an employee's disciplinary matter will be restricted to those involved in the disciplinary process. A record of the reason for disciplinary action and the action taken by the Council is confidential to the employee. The

employee's disciplinary records will be held by the Council in accordance with the Data Protection Act 2018;

- Audio or video recordings of the proceedings at any stage of the disciplinary procedure are prohibited, unless agreed as a reasonable adjustment that takes account of an employee's medical condition;
- Employees have the right to appeal against any disciplinary action. The appeal decision is final;
- If an employee who is already subject to the Council's disciplinary procedure, raises a grievance, the grievance will normally be heard after the completion of the disciplinary procedure;
- Disciplinary action taken by the Council can include a written warning, final written warning or dismissal;
- This procedure may be implemented at any stage if the employee's alleged misconduct warrants this;
- Except for gross misconduct when an employee may be dismissed without notice, the Council will not dismiss an employee on the first occasion that it decides there has been misconduct;
- If an employee is suspended following allegations of misconduct, it will be on full pay and only for such time as is necessary. Suspension is not a disciplinary sanction. The Council will write to the employee to confirm any period of suspension and the reasons for it;
- The Council may consider mediation at any stage of the disciplinary procedure where appropriate (for example where there have been communication breakdowns or allegations of bullying or harassment). Mediation is a dispute resolution process that requires the consent of affected parties.

### **3.0 Examples of Misconduct**

3.1 Misconduct is employee behaviour that can lead to the employer taking disciplinary action. The following list contains some examples of misconduct:

- Unauthorised absence;
- Poor timekeeping;
- Misuse of the Council's resources and facilities including telephone, email and internet;
- Inappropriate behaviour;
- Unsatisfactory or sub-standard performance;
- Refusal to follow reasonable instructions;
- Breach of health and safety rules.

### **4.0 Examples of Gross Misconduct**

4.1 Gross misconduct is misconduct that is so serious that it is likely to lead to dismissal without notice. The following list contains some examples of gross misconduct and is not exhaustive:

- Unlawful discrimination or harassment;
- Incapacity at work because of alcohol or drugs;
- Violent behaviour or bullying;
- Fraud or theft;
- Gross negligence;
- Gross insubordination;
- Serious breaches of Council policies and procedures, e.g. the Health &

- Safety policy, Equalities policy and Data Protection and Privacy policies;
- Serious and deliberate damage to property;
- Use of the internet or email to access pornographic, obscene or offensive material;
- Disclosure of confidential information;
- Bringing the Council into serious disrepute;
- A serious breach of confidence.

## **5.0 Examples of Unsatisfactory Work Performance**

5.1 The following list contains some examples of unsatisfactory work performance, though is not an exhaustive list:

- Inadequate application of office procedures;
- Inadequate IT skills;
- Unsatisfactory management of staff;
- Unsatisfactory communication skills.

## **6.0 Formal Disciplinary Procedure**

### **6.1 Preliminary Enquires & Informal Procedures**

6.1.1 The Council may make preliminary enquiries to establish the basic facts of what has happened in order to understand whether there may be a case to answer under the disciplinary procedure.

6.1.2 If the Town Clerk believes there may be a disciplinary case to answer, the Council may initiate a more detailed investigation to be undertaken to establish the facts of the situation or to establish the perspective of others who may have witnessed the misconduct.

6.1.3 Where minor concerns about conduct become apparent, it is the Town Clerk's responsibility to raise this with the employee and clarify the improvements required informally. A file note will be made and kept by the Town Clerk. The informal discussions are not part of the formal disciplinary procedure. If the conduct fails to improve, or if further matters of conduct become apparent, the Town Clerk may decide to formalise the discussions and invite the employee to a first stage disciplinary hearing.

### **6.2 The Disciplinary Investigation**

6.2.1 In the event that the employee's line manager is unable to resolve a disciplinary matter quickly and informally, there will be an investigation of the facts. The Council's Personnel committee will appoint two Investigators who will be responsible for undertaking the disciplinary investigation. They will be independent and will normally be Councillors. If the Personnel Committee considers that there are no Councillors who are independent (for example, because they all have direct involvement in the allegations about the employee), it will appoint someone from outside the Council. The Investigators will be appointed as soon as possible after the allegations have been made. The Investigators will be asked to submit a report within 20 working days of appointment. In cases of alleged unsatisfactory performance or of allegations of minor misconduct, the appointment of Investigators may not be necessary, and the Council may decide to commence disciplinary proceedings at the next stage of the disciplinary process.

6.2.2 In cases involving misconduct, it is good practice to appoint different people to carry out the Investigation and the disciplinary meeting. Investigations may involve carrying out

interviews with the employee concerned and third parties, such as witnesses, colleagues, Councillors and members of the public, as well as analysing written records and information. It may also involve a search of the employee's person and/or property.

6.2.3 The Personnel Committee will first notify the employee in writing of the alleged misconduct and ask him/her to attend a meeting with the Investigators, explaining the nature of the alleged misconduct or poor performance and the possible consequences. The employee will be given at least five working days' notice of the meeting with the Investigators so that he/she has reasonable time to prepare for it. The letter will explain the investigatory process and that the meeting is part of that process and that it is not a disciplinary hearing. The employee should be provided with a copy of the Council's disciplinary procedure. The Council will also inform the employee that when he/she meets with the Investigators, he/she will have the opportunity to comment on the allegations of misconduct.

6.2.4 The Committee may decide to suspend an employee on full pay if the allegations are of a serious nature. Suspension on full pay is not a punishment, but part of the investigation process in a disciplinary procedure. While on suspension, the employee is required to be available during normal hours of work in the event that the Council needs to make contact. The employee must not contact or attempt to contact or influence anyone connected with the investigation in any way or to discuss the matter with any other employee, Councillor or resident. The employee must not attend work whilst suspended. The Council will make arrangements for the employee to access any information or documents required to respond to any allegations.

6.2.5 The Committee will do what they can to resolve the issue swiftly and keep the suspension to a minimum and the suspension decision will be kept under review. The employee remains an employee for the term of the suspension and retains employment rights.

6.2.6 Employees may be accompanied or represented by a trade union representative, an official employed by a trade union or a work colleague at any investigatory meeting. A trade union representative who is not an employed official must have been certified by their union as being competent to accompany a worker.

6.2.7 If there are other persons (e.g. employees, Councillors, members of the public or the Council's contractors) who can provide relevant information, the Investigators should try to obtain it from them in advance of the meeting with the employee.

6.2.8 The Investigators have no authority to take disciplinary action. His/her role is to establish the facts of the case as quickly as possible and prepare a report that recommends to the Personnel committee whether or not disciplinary action should be taken.

6.2.9 The Investigators' report will contain their recommendations and the findings on which they were based. They will recommend either:

- The employee has no case to answer and there should be no further action under the Council's disciplinary procedure or;
- The matter is not serious enough to justify further use of the disciplinary procedure and can be dealt with informally or;
- The employee has a case to answer and there should be action under the

## Council's disciplinary procedure.

6.2.10 The Investigators will submit the report to the Personnel committee which will decide whether further action will be taken. A copy of the report will be made available to the employee concerned. The identity of witnesses will be kept confidential where necessary.

6.2.11 If the Council decides that it will not take disciplinary action, it may consider whether mediation would be appropriate in the circumstances.

### **6.3 The Disciplinary Meeting**

6.3.1 If the Personnel Committee decides that there is a case to answer, it will appoint a Personnel sub-Committee of two Councillors. The Investigators shall not sit on the sub-Committee. No Councillor with direct involvement in the matter shall be appointed to the sub-Committee. The Personnel Committee will appoint a Chairman from the sub-Committee members who shall have a casting vote if a consensus cannot be reached. The employee will be invited, in writing, to attend a disciplinary meeting. The sub-Committee's letter will confirm the following:

- The members of the sub-Committee;
- Details of the alleged misconduct, its possible consequences and the employee's statutory right to be accompanied at the meeting;
- A copy of the investigation report, all of the supporting evidence provided to the sub-Committee and a copy of the Council's disciplinary procedure;
- The time and place for the meeting. The employee will be given reasonable notice of the hearing so that he/she has sufficient time to prepare for it;
- That witnesses may attend on the employee's and the Council's behalf and that both parties should inform each other of their witnesses' names at least two working days before the meeting;
- That the employee and the Council will provide each other with all supporting evidence at least five working days before the meeting. If witnesses are not attending the meeting, witness statements will be submitted to the other side at least five working days before the hearing;
- That the employee may be accompanied by a companion, either a trade union representative, an official employed by a trade union or a work colleague. A trade union representative who is not an employed official must have been certified by their union as being competent to accompany a worker.

6.3.2 The disciplinary meeting will be conducted as follows:

- Introductions;
- The investigators will present the findings of the investigation report;
- the Chairman will set out the Council's case and present supporting evidence (including any witnesses);
- The employee (or the companion) will set out his/her case and present evidence (including any witnesses);
- Any member of the sub-Committee and the employee (or the companion) may question the Investigators and any witness;
- The employee (or the companion) will have the opportunity to sum up his/her case;
- The Chairman will provide the employee with the sub-Committee's decision

with reasons, in writing, within five working days of the meeting. The Chairman will also notify the employee of the right to appeal the decision;

- The disciplinary meeting may be adjourned to allow matters that were raised during the meeting to be investigated by the sub-Committee.
- Where an employee is persistently unable or unwilling to attend a disciplinary meeting without good reason the Council will make a decision based on the evidence available.

6.3.3 The sub-Committee or Town Clerk may seek advice during the course of the disciplinary procedure process from an independent HR advisor, as required.

## **6.4 Disciplinary Action**

6.4.1 If the sub-Committee decides that there should be disciplinary action, it may be any of the following:

### **i) An Improvement Note for Unsatisfactory Performance**

This will set out the performance problem, the improvement that is required, the timescale, any help that may be given and the right of appeal. The employee will be advised that it constitutes the first stage of the formal procedure. A record of the improvement note will be kept for six months, but will then be considered spent – subject to achieving and sustaining satisfactory performance.

### **ii) First Written Warning**

Where misconduct or unsatisfactory performance is confirmed by the disciplinary panel, a first written warning will be issued. A first written warning will set out:

- The reason for the written warning, the improvement required (if appropriate) and the time period for improvement;
- That further misconduct/failure to improve will result in more serious disciplinary action being considered, such as a final written warning;
- The employee's right of appeal;
- That a note confirming the written warning will be placed on the employee's personnel file but that it will be disregarded for disciplinary purposes after 6 months.

### **iii) Final Written Warning**

If there is further misconduct or a failure to improve performance within a defined period during the period of a written warning or if the misconduct is sufficiently serious, the employee may be given a final written warning. A final written warning will set out:

- The reason for the final written warning, the improvement required (if appropriate) and the time period for improvement;
- That further misconduct/failure to improve will result in more serious disciplinary action up to and including dismissal;
- The employee's right of appeal;
- That a note confirming the final written warning will be placed on the employee's personnel file but that it will be disregarded for disciplinary purposes after 12 months subject to achieving and sustaining satisfactory conduct or performance. In exceptional cases the period may be longer.

### **iv) Dismissal or Other Sanctions**

The Council may dismiss:

- For gross misconduct;
- If there is no improvement within the specified time period in the conduct which has been the subject of a final written warning;
- If another instance of misconduct has occurred and a final written warning has already been issued and remains in force.

The Council will consider very carefully a decision to dismiss. If an employee is dismissed, he/she will receive a written statement of the reasons for his/her dismissal, the date on which the employment will end and details of his/her right of appeal.

If some sanction short of dismissal is imposed, such as demotion, the employee will receive details of the complaint, will be warned that dismissal could result if there is no satisfactory improvement, and will be advised of the right of appeal. A copy of the written warning will be kept but will be disregarded for disciplinary purposes after 12 months, subject to achievement and sustainment of satisfactory conduct or performance.

If the sub-Committee decides to take no disciplinary action, no record of the matter will be retained on the employee's personnel file. Action imposed as a result of the disciplinary meeting will remain in force unless and until it is modified as a result of an appeal.

#### **v) Gross Misconduct**

If the employee is accused of gross misconduct, the Council may suspend him or her from work with pay while it investigates the alleged offence. This will be as brief as possible, normally for no more than five working days, and the Council will explain its reasons in writing. The employee shall not attend his or her place of work during suspension, other than for the purpose of attending disciplinary proceedings, including investigatory interviews. The employee shall not contact any other employees or contacts of the Council, except the employee's companion, without the Council's consent.

If, on completion of the investigation and the full disciplinary procedure, the Council is satisfied that gross misconduct has occurred, the result will normally be summary dismissal, i.e. dismissal without notice or pay in lieu of notice.

### **6.5 The Appeal**

6.5.1 An employee who is the subject of disciplinary action will be notified of the right of appeal. His/her written notice of appeal must be received by the Council within five working days of the employee receiving written notice of the disciplinary action and must specify the grounds for appeal.

6.5.2 The grounds for appeal include;

- A failure by the Council to follow its disciplinary policy
- Unfairness of the disciplinary meeting or bias of the disciplining manager;
- The sub-committee's decision was not supported by the evidence;
- The disciplinary action was too severe in the circumstances of the case;
- New evidence has come to light since the disciplinary meeting;
- Extenuating circumstances.

6.5.3 The appeal will be heard by a panel of three Members who are not members of the Personnel Committee and have not previously been involved in the case. The appeal panel will appoint a Chairman from one of its members. In the rare circumstances where

this is not possible, alternative arrangements will be agreed with the employee and his or her companion.

6.5.4 The employee will be notified, in writing, within ten working days of receipt of the notice of appeal of the time, date and place of the appeal meeting. The employee will be advised that he/she may be accompanied by a companion, either a trade union representative, an official employed by a trade union or a work colleague. A trade union representative who is not an employed official must have been certified by their union as being competent to accompany a worker.

6.5.5 At the appeal meeting, the Chairman will:

- Introduce the panel members to the employee;
- Explain the purpose of the meeting, which is to hear the employee's reasons for appealing against the decision of the Personnel sub-Committee;
- Explain the action that the appeal panel may take.

6.5.6 The employee (or his/her companion) will be asked to explain the grounds for appeal.

6.5.7 The Chairman will inform the employee that he/she will receive the decision and the panel's reasons, in writing, within five working days of the appeal hearing.

6.5.8 The appeal panel may decide to uphold the decision of the Personnel Committee, substitute a less serious sanction or decide that no disciplinary action is necessary. If it decides to take no disciplinary action, no record of the matter will be retained on the employee's personnel file.

6.5.9 If an appeal against dismissal is upheld, the employee will be paid in full for the period from the date of dismissal and continuity of service will be preserved.

6.5.10 Where an appeal against dismissal fails, the effective date of termination shall be the date on which the employee was originally dismissed.

6.5.11 The appeal panel's decision is final.

## **Yateley Town Council Grievance Policy**

### **1.0 Introduction**

1.1 This policy is based on and complies with the ACAS Code of Practice on Grievance & Disciplinary Procedures. It aims to encourage and maintain good relationships between the Council and its employees by treating grievances seriously and resolving them as quickly as possible. It sets out the arrangements for employees to raise their concerns, problems or complaints about their employment with the Council. The policy will be applied fairly, consistently and in accordance with the Equality Act 2010.

1.2 Many problems can be raised and settled during the course of everyday working relationships. Employees should aim to settle most grievances informally with their line manager.

### **2.0 This policy confirms:**

- Employees have the right to be accompanied or represented at a grievance meeting or appeal by a trade union representative, an official employed by a trade union or work colleague. A trade union representative who is not an employed official must have been certified by their union as being competent to accompany a worker. The companion will be permitted to address the grievance/appeal meetings, to present the employee's case for his /her grievance/appeal and to confer with the employee. The companion cannot answer questions put to the employee, address the meeting against the employee's wishes or prevent the employee from explaining his/her case;
- The Council will give employees reasonable notice of the date of the grievance/appeal meetings. Employees and their companions must make all reasonable efforts to attend. If the employee's companion is not available for the proposed date of the meeting, the employee can request a postponement and can propose an alternative date that is within five working days of the original meeting date unless it is reasonable not to propose a later date;
- Any changes to specified time limits must be agreed by the employee and the Council;
- An employee has the right to appeal against the decision about his/her grievance. The appeal decision is final;
- Information about an employee's grievance will be restricted to those involved in the grievance process. A record of the reason for the grievance, its outcome and action taken is confidential to the employee. The employee's grievance records will be held by the Council in accordance with the Data Protection Act 2018;
- Audio or video recordings of the proceedings at any stage of the grievance procedure are prohibited, unless agreed as a reasonable adjustment that takes account of an employee's medical condition;
- If an employee who is already subject to a disciplinary process raises a grievance, the grievance will normally be heard after completion of the disciplinary procedure;
- If a grievance is not upheld, no disciplinary action will be taken against an employee if he/she raised the grievance in good faith;
- The Council may consider mediation at any stage of the grievance procedure where appropriate, (for example where there have been communication breakdowns or allegations of bullying or harassment). Mediation is a dispute

- resolution process which requires the Council's and the employee's consent;
- Employees can use all stages of the grievance procedure if the complaint is not a code of conduct complaint about a Councillor. Employees can use the informal stage of the Council's grievance procedure to deal with all grievance issues, including a complaint about a Councillor. Employees cannot use the formal stages of the Council's grievance procedure for a code of conduct complaint about a Councillor. If the complaint about the Councillor is not resolved at the informal stage, the employee can contact the Monitoring Officer of Hart District Council, who will inform the employee whether or not the complaint can be dealt with under the code of conduct. If it does not concern the code of conduct, the employee can make a formal complaint under the Council's formal grievance procedure;
  - If the grievance is a code of conduct complaint against a Councillor, the employee cannot proceed with it beyond the informal stage of the Council's grievance procedure. However, whatever the complaint, the Council has a duty of care to its employees. It must take all reasonable steps to ensure employees have a safe working environment, for example by undertaking risk assessments, by ensuring staff and Councillors are properly trained and by protecting staff from bullying, harassment and all forms of discrimination;
  - If an employee considers that the grievance concerns his or her safety within the working environment, whether or not it also concerns a complaint against a Councillor, the employee should raise these safety concerns with the Town Clerk at the informal stage of the grievance procedure. The Council will consider whether it should take any further action in the matter in accordance with any of its employment policies (for example, the Health & Safety policy) and in accordance with the code of conduct regime.

### **3.0 Informal Grievance Procedure**

3.1 The Council and its employees benefit if grievances are resolved informally and as quickly as possible. As soon as a problem arises, the employee should raise it with his/her manager to see if an informal solution is possible. Both should try to resolve the matter at this stage. If the employee does not want to discuss the grievance with his/her manager (for example, because it concerns the manager), the employee should contact the chairman of the Personnel Committee or, if appropriate, another member of the Personnel Committee. If the employee's complaint is about a Councillor, it may be appropriate to involve that Councillors at the informal stage. This will require both the employee's and Councillor's consent.

### **4.0 Formal Grievance Procedure**

4.1 If it is not possible to resolve the grievance informally and quickly, the employee may submit a formal grievance. It should be submitted in writing to the Chairman of the Personnel Committee.

4.2 The Personnel Committee will appoint a sub-committee of three members to investigate the grievance. The sub-Committee will appoint a Chairman from one of its members. No Councillor with direct involvement in the matter shall be appointed to the sub-Committee.

4.3. The sub-Committee or Town Clerk may seek advice during the course of the grievance procedure process from an independent HR advisor, as required.

## **5.0 Investigation**

5.1 The sub-committee will investigate the matter before the grievance meeting which may include interviewing others (e.g. the employee submitting the grievance, other employees, Councillors or members of the public).

5.2 The Investigator will summarise their findings (usually within an investigation report) and present their findings to the sub-Committee and the employee. The identity of witnesses will be kept confidential where necessary.

## **6.0 Notification of the Grievance Meeting**

6.1 Within 5 working days following receipt of the grievance, a reply will be provided and a grievance meeting will be arranged. The sub-Committee's letter will include the following:

- The names of its Chairman and other members;
- A summary of the employee's grievance based on his/her written submission;
- The date, time and place for the meeting. The employee will be given reasonable notice of the meeting which will be within 25 working days of when the Council received the grievance;
- The employee's right to be accompanied by a trade union representative, an official employed by a trade union or work colleague. A trade union representative who is not an employed official must have been certified by their union as being competent to accompany a worker.;
- A copy of the Council's grievance policy;
- Confirmation that, if necessary, witnesses may attend on the employee's behalf and that the employee should provide the names of his/her as soon as possible before the meeting;
- Confirmation that the employee will provide the Council with any supporting evidence at least two working days before the meeting;
- Findings of any investigation;
- An invitation for the employee to request any adjustments to be made for the hearing (for example, where a person has a health condition).

## **7.0 The Grievance Meeting**

7.1 At the grievance meeting:

- a. The Chairman will introduce the members of the sub-Committee to the employee;
- b. The employee (or companion) will set out the grievance and present the evidence;
- c. The Chairman will ask the employee what action he/she wants the Council to take;
- d. Any member of the sub-Committee and the employee (or the companion) may question any witness;
- e. The employee (or companion) will have the opportunity to sum up the case;
- f. The Chairman will provide the employee with the sub-Committee's decision, in writing, within five working days of the meeting. The letter will notify the employee of the action, if any, that the Council will take and of the employee's right to appeal;
- g. A grievance meeting may be adjourned to allow matters that were raised during the meeting to be investigated by the sub-Committee.

## **8.0 The Appeal**

8.1 If an employee decides that his/her grievance has not been satisfactorily resolved by the sub-committee, he/she may submit a written appeal to the Personnel Committee. An appeal must be received by the Council within five working days of the employee receiving the sub-Committee's decision and must specify the grounds of appeal.

8.2 Appeals may be raised on a number of grounds, e.g.:

- A failure by the Council to follow its grievance policy;
- The decision was not supported by the evidence;
- The action proposed by the sub-committee was inadequate/inappropriate;
- New evidence has come to light since the grievance meeting.

8.3 The appeal will be heard by a panel of three Members who are not members of the Personnel Committee and have not previously been involved in the case. The appeal panel will appoint a Chairman from one of its members.

8.4 An appeal hearing will be convened without unreasonable delay. Within 5 working days of the appeal being received, a reply will be provided and an appeals meeting will be arranged. The meeting will take place within 25 working days of the Council's receipt of the appeal. The employee will be advised that he/she may be accompanied by a trade union representative, an official employed by a trade union or work colleague. A trade union representative who is not an employed official must have been certified by their union as being competent to accompany a worker.

8.5 At the appeal meeting, the Chairman will:

- Introduce the panel members to the employee;
- Explain the purpose of the meeting, which is to hear the employee's reasons for appealing against the decision of the Personnel sub-committee;
- Explain the action that the appeal panel may take.

8.6 The employee (or his/her companion) will be asked to explain the grounds of his/her appeal.

8.7 The Chairman will inform the employee that he/she will receive the decision and the panel's reasons, in writing, within five working days following the appeal meeting.

8.8 The appeal panel may decide to uphold the decision of the Personnel Committee or substitute its own decision.

8.9 The decision of the appeal panel is final.

### **Amendment Record**

Previous versions: Agreed up to September 2018  
Version 5: Agreed September 2019  
Version 6: Agreed May 2020  
Version 7: Agreed at Finance & Policy Committee 19<sup>th</sup> April 2021